

Sierra Leone - Electricity Reform Sector

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Overview

Identification

COUNTRY

Sierra Leone

EVALUATION TITLE

Electricity Reform Sector

EVALUATION TYPE

Independent Performance Evaluation

ID NUMBER

DDI-MCC-SLE-ENERGY-SI-2019-v01

Version

VERSION DESCRIPTION

- v02B (2019-10-30): This is the second metadata entry for the Sierra Leone THP evaluation and focuses specifically of electricity activities. It has been developed on the basis of the Evaluation Design Report.

Overview

ABSTRACT

The Sierra Leone Threshold Program (THP) external evaluation contains two primary components. The first, a performance evaluation of water, electricity and regulator sectors and the second, an evaluation of a specific activity in the water sector. The first component incorporates information and data from the Water Sector Reform Project (WSRP), the Electricity Sector Reform Project (ESRP) and the Regulatory Sector Reform Project (RSP) into a performance evaluation (Evaluation Questions (EQs) 1-8). The evaluation questions below explore electricity related issues, activities, outcomes, and impacts.

1. Were the Activities/Sub-Activities implemented as designed? What were the challenges and successes in implementing the reform activities in the sectors?
2. To what extent did the Projects/Activities accomplish the desired outputs and outcomes outlined in the program logics? For the ESRP this should include but is not limited to improved financial relationship between EGTC and EDSA, improved efficiency at targeted substations and generation facilities, etc.; and for the WSRP: operation and maintenance conducted more regularly and effectively, billings and collections increased, and improved responsiveness to customers.
3. To what extent has coordination and planning within the water and electricity sectors improved as a result of THP activities?
4. What evidence is there that EGTC, EDSA and GVWC are becoming financially viable as a result of the THP activities? To what extent do these entities operate on principles that allow for cost recovery? Has cost of service improved?
5. What are the impacts of the THP activities on business operations and strategic planning within EGTC, EDSA and GVWC? How well did EGTC, EDSA and GVWC institutionalize (into the organization's culture and behaviors) the transformations that took place under the THP?
6. How useful was the THP's "dry run" (tariff development process) for helping to establish the tariffs in the water and electricity sectors? What were the challenges and successes in this process? To what extent does the tariff structure adopted allow for cost recovery of the utilities in the sector?
7. What lessons can be learned from the implementation of the RSP? What is the impact of the results-based financing process on improving EWRC capacity to effectively monitor alternative water services providers and utilities in the water and electricity sectors? What is the impact of the results-based financing process on the operational and financial efficiency of the utilities? To what extent are the results achieved under this Sub-activity sustained beyond the THP?
8. How sustainable are the outcomes of the projects and activities and why (including around sector coordination, utility

financial, commercial and operational improvements, etc.)? How was sustainability planning done during implementation and what best practices and lessons learned can be drawn from that process?

To answer the EQs above, SI will take a mixed methods approach, including both qualitative and quantitative methods through a framework developed on principles of organizational capacity assessment (OCA). The proposed methods include: 1) document review, 2) secondary data usage, 3) key informant interviews (KIIs), 4) focus group discussions (FGDs), 5) direct observation (DO), and 6) process mapping.

EVALUATION METHODOLOGY

Other (Performance Evaluation)

UNITS OF ANALYSIS

The units of analysis include individuals, utility service processes, and stakeholder groups connected to the implicated utility institutions.

KIND OF DATA

Administrative records data [adm], Observation Data, Interviews

TOPICS

Topic	Vocabulary	URI
Energy	MCC Sector	

KEYWORDS

Energy, Electricity, Utility Service Provision, Private Sector Participation, Regulation

Coverage

GEOGRAPHIC COVERAGE

While at a broad level, the THP can be interpreted to effect citizens across Sierra Leone receiving utility services from the electricity supplier, the THP and evaluation described in the Evaluation Design Report focuses more narrowly on the implementing institutions (EDSA and EGTC) and those receiving services in Greater Freetown. The ESRP involves households and businesses currently connected to the electricity grid, consisting of approximately 58 percent of households in Freetown.

UNIVERSE

The study population for the Electricity Performance Evaluation under the larger Sierra Leone Threshold Program evaluation consists of individuals employed or connected to the participating institutions: EGTC, EDSA, and EWRC.

Producers and Sponsors

PRIMARY INVESTIGATOR(S)

Name	Affiliation
Social Impact, Inc.	

FUNDING

Name	Abbreviation	Role
Millennium Challenge Corporation	MCC	

Metadata Production

METADATA PRODUCED BY

Name	Abbreviation	Affiliation	Role
Millennium Challenge Corporation	MCC		Review of Metadata
Social Impact	SI		Drafting of Metadata

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DDI DOCUMENT VERSION

Version 2B (Original 2019 - 10 - 30)

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MCC Compact and Program

COMPACT OR THRESHOLD

Sierra Leone Threshold

PROGRAM

To address challenges facing the water and electricity sectors in Sierra Leone, The Millennium Challenge Corporation (MCC) established a \$44.4 million Threshold Program agreement with the government of Sierra Leone in 2015. The Sierra Leone Threshold Program (THP) focuses on two binding constraints identified in Sierra Leone's Constraints Analysis (CA): (1) lack of access to reliable and affordable electricity and (2) lack of access to clean water and sanitation. Three projects were designed to address these constraints: (1) the Regulatory Strengthening Project (RSP); (2) the Water Sector Reform Project (WSRP); and (3) the Electricity Sector Reform Project (ESRP). The expected outcome of these three initiatives is a foundation for more effective and sustainable services to ultimately attract sector investment and directly benefit households in Freetown. The Electricity Reform Project aims address the policy and institutional constraints associated with inadequate, unreliable, and unaffordable access to electricity by providing technical assistance and coordination to the Electricity Distribution and Supply Authority (EDSA) and the Electricity Generation and Transmission Company (EGTC), as well as the EWRC and the Ministry of Energy. It consists of two primary activities: the Sector Roadmap and Coordination Activity and the Institutional Strengthening Activity. The Sector Roadmap and Coordination Activity aims to establish a sector steering committee and roadmap to clarify the role of sector stakeholders, including financial contributions from the Government of Sierra Leone (GoSL) as well as Independent Power Producer (IPP). This would lead to improved coordination and an open tender for increased electricity generation. Institutional Strengthening Activity focuses on technical assistance, primarily to EGTC and EDSA, to improve coordination between the two entities, provide information for improved operations and decision making all with the goal of reducing the cost of service through increased financial and technical capacity of the sector. The RSP is also intended to address electricity related challenges by working with the Government of Sierra Leone to build the capacity of the new independent regulator, the Electricity and Water Regulatory Commission. Among other goals, the RSP aims to support the long-term financial sustainability of the electricity sector and improve overarching sector governance. The RSP consists of two activities: the Electricity and Water Regulatory Commission Institutional Strengthening Activity and the Performance-Based Regulation Sub-Activity (also known as RBF).

MCC SECTOR

Capacity Building and Institutional Development (Cap Bldg & Inst Dev)

PROGRAM LOGIC

At its most basic, the Theory of Change (ToC) is consistent across all three projects (water, electricity, and regulatory) and can be summarized as follows: if improvements can be made to strengthen institutional capacity, technical capability, and coordination, then the generation and transmission of key services can be improved, and households and businesses can utilize those services for economic growth. Whereas compacts may be largely focused on infrastructure development, community awareness and education, and economic initiatives, the THP recognizes that sustainable change is best achieved once stable institutions and policies are in place. For the ESRP, institutional capacity, technical capability, and coordination are intended to more specifically increase the financial viability of the electricity sector, improve electricity sector capacity, and reduce the cost of electricity services. The GoSL intends for the ESRP to (i) Develop electricity supply public service where the public and economy need it most; (ii) Embrace partnerships with the private sector to create a sustainable and inclusive electricity supply public service and (iii) Focus on the complex needs of Sierra Leone's population and business community at the national and local level.

PROGRAM PARTICIPANTS

As the THP is aimed at improving institutional operations, program participants covered in the scope of this evaluation are largely individuals working or connected to targeted institutions including the Sierra Leone Electricity and Water Regulatory Commission (EWRC), Electricity Distribution and Supply Authority (EDSA), and the Electricity Generation and Transmission Company (EGTC). These individuals and institutions will receive assistance through the THP in the form of trainings, technical assistance, and coordination.

Sampling

Study Population

The study population for the Electricity Performance Evaluation under the larger Sierra Leone Threshold Program evaluation consists of individuals employed or connected to the participating institutions: EGTC, EDSA, and EWRC.

Sampling Procedure

For the performance evaluation, most key informants are expected to be selected using a purposive sampling technique. In some cases, there may only be one person or a few specific people who are performing the role whose perspective is required as a key informant. Prior to each round of data collection, SI will review project documentation and work with MCC and MCCU (at interim) to identify key informants. In the event that an identified informant indicates a colleague who could provide additionally illuminating information, we will attempt to contact this colleague to serve as an additional informant (snowball sampling). Direct observation and process mapping will be conducted in a similar purposive technique with the intention of identifying observational sites and processes that can divulge the most information while representing a diverse range of project activities. The sample size is contingent on the method of data collection. In general, SI is proposing 15-20 KIIs for the electricity sector, 5-10 KIIs for the RSP, 3-5 for overall programming. Direct observation is expected to take place at 2-3 sites for the electricity sector and at least 1 steering committee meeting for the electricity sector. Two process mapping exercises are expected for the ESRP and RSP under the THP.

Questionnaires

Overview

TBD

Data Collection

Questionnaires

TBD

Data Processing

No content available

Data Appraisal

No content available